

**UTILISING THE RESOURCE-BASED VIEW (RBV) TO ENHANCE CRM
PRACTICES IN IRISH HOTELS**

Richard Drohan
Waterford Institute of Technology
Cork Road
Waterford
Ireland
Phone: +353 87 9124961
E-mail: rdrohan@wit.ie

Dr. Anthony Foley
Waterford Institute of Technology
Cork Road
Waterford
Ireland
Phone: +353 51 302411
E-mail: afoley@wit.ie

Dr. Patrick Lynch
Waterford Institute of Technology
Cork Road
Waterford
Ireland
Phone: +353 51 302842
E-mail: plynch@wit.ie

ABSTRACT

Irish hotels face many challenges: a rapidly increased bed capacity, poor ‘value for money’, and the global economic decline (IHF, 2009). In addition, hotel guests have heightened expectations of the quality of their experiences, and are expressing their opinions through travel sites like tripadvisor.com. This reinforces the need articulated in national strategy to enhance the business capability of Irish tourism firms (Fáilte Ireland, 2004; Irish Tourism Policy Review Group, 2003) and, in particular, the impetus for Irish hoteliers to establish and maintain meaningful and durable guest relationships.

Customer Relationship Management (henceforth CRM) represents the organisation’s ability to create and maintain profit maximising relationships with its customers (Zablah et al., 2004). Indeed, CRM is crucial for increasing visitor loyalty (Sigala, 2005). However, not all CRM programmes have succeeded (Bolton, 2004), which may be due to an over-reliance on technology (Campbell, 2003; Reinartz et al., 2004). This paper proposes the Resource-Based View (henceforth RBV) viewpoint (Barney, 1991; Wernerfelt, 1984), as a theoretical perspective to address the failures of CRM. The RBV links company actions directly to performance (Harmsen and Jensen, 2004) and can support Irish hotels in implementing CRM more effectively.

The RBV sees the firm as a collection of unique resource and capability pools that, if utilised in a distinctive way, can be employed to create and preserve competitive advantage (Osarenkhoe, 2008). However, whilst recognising RBV’s potential as a strategic management theory, firms must understand it before implementation efforts are considered (Fahy and Smithee, 1999). This paper will synthesise literature, including industry exemplars of practice, pertaining to both RBV and CRM, to demonstrate how RBV can serve as the foundation for effective CRM strategy and implementation. More specifically, it will elucidate the importance of human capital within the hotel context to achieve this.

INTRODUCTION

Irish hotels face many challenges: a rapidly increased bed capacity, sub-standard ‘value for money’, and the global economic decline (IHF, 2009b). In addition, hotel guests have heightened expectations of the quality of their experiences, and are expressing their opinions through travel sites like tripadvisor.com. Satisfaction with price has marginally decreased since 2007 and is at its lowest level over the past seven years for top grade hotels (Fáilte Ireland, 2008). In light of this, hotels are now creating special offers in a bid to counteract the downturn in demand (Irish Times, 2009). This reinforces the need articulated in national strategy to enhance the business capability of Irish tourism firms (Fáilte Ireland, 2004; Irish Tourism Policy Review Group, 2003), that respond flexibly to market changes (IHF, 2009a). Irish hoteliers need to establish and maintain meaningful and durable guest relationships. They must focus on CRM programs whose strategies promote the conception of durable, dichotomous and profitable relationships with guests who constantly frequent establishments.

This paper is organised as follows: The first two sections will involve a brief assessment of both RBV and CRM literature streams. Next, the third section will focus on the link between both RBV and CRM, and how the principles of RBV can benefit both CRM strategy and implementation. Following this, examples of best practices relating to hotel experiences with CRM is presented. Finally, the paper will conclude with a discussion.

THE RESOURCE-BASED VIEW (RBV) OF THE FIRM

The RBV sees the firm as a collection of unique resource and capability pools that, if utilised in a distinctive way, can be employed to create and preserve competitive advantage (Osarenkhoe, 2008). This sustained competitive advantage (SCA) only transpires when a firm implements a value-creating strategy not concurrently being imitated by other businesses (O’Shannassy, 2008). However, resources must fulfill certain criteria in order to deliver SCA: value, barriers to duplication (rarity, inimitability, and non-substitutability) and appropriability (Barney, 1991; Fahy and Smithee, 1999). Value refers to the ability of the firm to conceive or implement strategies that enhance organizational efficiency and effectiveness (Barney, 1991). This is achievable if resources can take advantage of opportunities and nullify threats (Barney, 1991; Meso and Smith, 2000). According to Fahy (2000), the barriers to duplication are: rarity, imitability and non-substitutability. For firms to preserve SCA, valuable resources must be limited in supply, and incapable of being copied by rivals. In

addition, suitable resource alternatives cannot be available to competitors. The concept of appropriability examines the extent by which profits generated by a firm's resources are retained by the firm or distributed to other parties (Tangpong, 2008).

However, it has to be acknowledged that resources, on their own, will not achieve SCA; they must go through processes in order to become sources of SCA (Branco and Rodrigues, 2006; Fahy, 2000; Ray et al., 2004). If resources are to deliver their SCA-enhancing potential, organisations must develop and use their capabilities. Capabilities comprise of skills, tacit knowledge and social relationships rooted in the routines, managerial processes, communicative practices and culture (Pandza et al., 2003). They are a special type of resource that make other resources more productive (Makadok, 2001). Capabilities symbolize the capacity of a set of firm resources to be able to consistently carry out specific tasks or activities (Smith, 2008).

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

The core aim of Customer Relationship Management (CRM) is to focus on improving the creation and management efforts of firms with respect to their relationships with customers (Geib et al., 2005). It accomplishes this by analysing and using marketing databases and leveraging communication media to establish practices and methods that will maximise the lifetime value of each individual customer to the firm (Kumar and Reinartz, 2006). These distinctive relationships have the potential to increase customer retention (Zindelin, 2006), resulting in greater loyalty and profitability (Chen and Popovich, 2003). In addition to this, CRM should help firms to create an optimum fit between a firm's investments and satisfying its customers' needs as a means to maximise profits (Gebert et al., 2003; Schierholz et al., 2007). According to Payne and Frow (2004), this is possible through creating, developing and enhancing relationships with the firm's most profitable customers.

CONNECTING RBV AND CRM

It should be recalled that the RBV sees the firm as collections of unique resource and capability pools that, if utilised in a distinctive way, can be employed to create and preserve competitive advantage (Osarenkhoe, 2008). The RBV is an appropriate multi-dimensional perspective for CRM implementation because it links superior firm performance to a firm's resource and capability pools (Coltman, 2007). Xu et al. (2002) stress that maintaining customer relationships through CRM is the only competitive advantage of the modern era.

Plakoyiannaki and Tzokas (2002) state that firms need five capabilities for successful CRM implementation: learning and MO capabilities, integration capabilities, analytical capabilities, operational capabilities and directional capabilities.

The RBV perspective stresses that resources can only deliver value to a firm if they are capable of seizing opportunities and negating threats (Barney, 1991; Meso and Smith, 2000). With the help of knowledge about individual preferences attained from data conversion, cross-selling and up-selling efforts of sales personnel permit firms to exploit novel market opportunities. This constant interaction between customers and employees render firms more resilient against competitive threats (Judson et al., 2007). Additionally, the way in which both people and processes are integrated could be difficult to duplicate (Boulding et al., 2005). In addition, the strategy, philosophy, implementation, and management of CRM systems can be non-substitutable and difficult to copy, thus rendering it a distinguishing element that can confer a SCA to a firm (Smith, 2006). Successful CRM implementation requires the availability of resources, notably people and technological tools.

Chen and Popovich (2003) refer to a firm's workforce as the primary element of customer relationship building. This is because the necessary capabilities are knowledge-based components, comprising of know-how and skills, which are embedded in employees (Olavarrieta and Ellinger, 1997). Moreover, capabilities involve the development, accumulation and flow of information (Ensign, 2004; Killen et al., 2008), important for the efficiency of CRM initiatives. Information Technology tools can be leveraged to store, analyse, and retrieve this information more efficiently. These resources and capabilities are vital for the effective management of a firm's relationships with its clients (Zablah et al., 2004), and are considered significant sources of SCA (Shi and Yip, 2007). Indeed, Yang (2008) notes a positive association between the interdependent combination of related capabilities (IT, market knowledge and human resources) and the performance of CRM. Shi and Yip (2007) emphasise the importance of exploiting customer knowledge for CRM initiatives from the RBV perspective: its use has a constructive effect on both service delivery and the relationship capacity of hotel employees.

EXAMPLES OF BEST PRACTICE

A prime example of 'best practice' of customer service in the hospitality industry is the international hotel chain Ritz-Carlton (Kandampully and Hu, 2007). Kandampully and Hu

(2007) stress that the commitment of Ritz-Carlton has brought about opportunities to develop numerous ways to constantly enhance its standard of service, creating a consistent, superior service image with its guests, which reinforces their loyalty to the hotel. This is mainly attributable to utilising the ingenuity of their employees with respect to creating positive relationships with guests (Timmerman, 2009). Timmerman (2009) further emphasises that this process allows Ritz-Carlton¹ to construct learning cycles that enhance its organisational knowledge and capabilities. Indeed, persistence in organizational commitment has a constructive impact on service quality as well as a firm's performance (Maxwell and Steele, 2003). Similarly, the willingness of Delta Hotels² to seek suggestions from front-line staff and view them as equals in contributing to their business success (Pallet et al., 2003). Davenport et al. (2002) note the efforts of forging customer loyalty by Marriott Hotels³, which they achieve by offering consistent levels of both guest recognition and service throughout all of its subsidiaries. Kim and Oh (2004) attribute the success of Marriott Hotels to its culture that facilitates staff to exploit service-enhancing opportunities, and has granted Marriott the rewards of SCA.

The hotel sector has the greatest potential of all industries with regards to CRM application (Piccoli et al., 2003). This is attributable to the trait of concurrent production and consumption that gives service firms the opportunity to create customer relationships (Grönroos, 1994). Hotels currently profit from the capacity of CRM to enhance communication efforts with customers; regular guests of Six Continents Hotels⁴ can use its online website to access the directory, their booking confirmation, personal schedule and individual loyalty accounts (Louvieris et al., 2003). For the authors, a key success factor for hotels depends on customers being able to avail of a choice of communicative methods that satisfy their needs. Indeed, failure to do this can result in reduced business and/or insolvency (Gabbie and O'Neill, 1996). Furthermore, Min et al. (2002) stress the importance of hotels to exploit data mining capacities of CRM; competitive advantage can only be attained if guest information obtained from interactions is organised into distinct profiles. Jain and Jain (2005) carried out surveys with executives that were hotel guests. The questions asked respondents to evaluate the effectiveness of CRM programs in hotels. Out of the nine factors identified, the

¹Ritz-Carlton is a brand of luxury hotel and resorts, with 70 properties located in major cities across 23 countries.

²Delta Hotels is a Canadian-based hotelier that has 44 hotels and resorts nationally.

³Marriott International is a subsidiary of Ritz-Carlton group and has approx. 3,150 properties located in 68 countries worldwide.

⁴Six Continents Hotels (now known as InterContinental Hotels Group) is a British hotel brand franchiser. The group franchises over 3,200 hotels in 97 countries worldwide.

three that explained its effectiveness most were: the value proposal, recognition of valued customers, and a customer-centred orientation. Interviews, conducted by Sigala (2005), with Greek hotel managers also noted the importance of staff motivation and training to CRM success. In essence, CRM should be integrated with and be fed into guest service. Piccoli et al. (2003) succinctly fortify the previous statement: firms that partake in continually collating and analysing data relating to guest preferences and transactional activities are more adept in providing a superior and personalised service to guests.

CONCLUSION

The use of RBV in CRM strategy and implementation within the hotel sector has been clearly demonstrated in this paper. The underlying concept of RBV focuses on utilising idiosyncratic collections of resources and capabilities to deliver sustained competitive advantage in a market. This theory can be applied to CRM as its implementation also requires capabilities. Capabilities are the organisational processes that deploy resources to improve organisational performance, with the outcome of enhancing value for guests (Nasution and Mavondo, 2008).

Its implementation requires the integration of resources (people, processes and technology) to create customer relationships that generate value for both the firm and its customer base. The intelligent use of technologies, and not technology itself, will augment the value of their offerings; this will help hotels to differentiate themselves from their rivals (Lee et al., 2003). At Ritz-Carlton, every staff member has instant access to computerised information relating to guest needs and preferences during previous visits at all Marriott branches. Davenport et al. (2002) emphasize that rapid access to information at the initial stage of customer interaction is indicative of a superior service. Following this, viable hotel guest relationships must ensure the following conditions: (1) guests must always have their needs met, (2) value is added to core services, (3) guests get an differentiated service, and (4) hoteliers should concentrate their efforts on targeting the most profitable guests (McIlroy and Barnett, 2000).

Hotel operations are 'custom-made' for CRM, the way in which they conduct business gives them numerous opportunities to learn about customers needs and wants (Piccoli et al., 2003). To take advantage of such opportunities, hoteliers must develop enduring strategies that orientate both the firm and its employees to put the customer at the forefront (Kandampully and Hu, 2007). This will encourage the implementation of CRM strategies that promote the collation, conversion and dispersion of pertinent data across the entire firm in order to create

unique, personalised experiences (Sigala and Connolly, 2004, cited in Sigala, 2005). To do this, hotel managers need to fully understand the opinions of their front-line staff in relation to the climate within the hotel (Bellou and Andronikidis, 2009), given that people are the lifeblood of CRM initiatives (Chen and Popovich, 2003), and a prime example of a resource (Barney, 1991).

However, hoteliers need to go beyond delivering customer service: they must fully incorporate effective CRM systems into their relationship building efforts. Mastery of CRM requires firms to modify its operations so that everyone in the organisation has a singular view of the customer, which then facilitates the delivery of a consistent and personalised service throughout all customer touch points (Piccoli et al., 2003). Despite the acknowledgement of needing a comprehensive view of the customer, literature pertaining to customer-relating capability (CRC) from a front-line employee perspective is very scarce. Therefore, the research agenda is to bridge the existing gap with respect to utilising the RBV perspective to address this CRM issue, and raises a key question: is the Irish hotel industry fully exploiting front-line staff to inform relationship marketing programs?

REFERENCES

- Ambrosini, V. and Bowman, C. (2009), "What are dynamic capabilities and are they a useful construct in strategic management?", *International Journal of Management Reviews*, Vol. 11 No. 1, pp. 29-49.
- Augier, M. and Teece, D.J. (2007), "Dynamic capabilities and multinational enterprise: Penrosean insights and omissions", *Management International Review*, Vol. 47 No. 2, pp. 175-192.
- Barney, J.B. (1991), "Firm Resources and Sustained Competitive Advantage", *Journal of Management*, Vol. 17 No. 1, pp. 99-120.
- Bohling, T., Bowman, D., Lavallo, S., Vikas, M., Narayandas, D., Ramani, G. and Varadarajan, R. (2006), "CRM Implementation: Effectiveness Issues and Insights", *Journal of Service Research: JSR*, Vol. 9 No. 2, pp. 184-194.
- Boulding, W., Staelin, R., Ehret, M. and Johnston, W.J. (2005), "A Customer Relationship Management Roadmap: What Is Known, Potential Pitfalls, and Where to Go", *American Marketing Association*, Vol. 69 No. 10, pp. 155-166.
- Branco, M.C. and Rodrigues, L.L. (2006), "Corporate Social Responsibility and Resource-Based Perspectives", *Journal of Business Ethics*, Vol. 69 No. 2, pp. 111-132.
- Bueren, A., Schierholz, R., Kolbe, L.M. and Brenner, W. (2005), "Improving performance of customer-processes with knowledge management", *Business Process Management Journal*, Vol. 11 No. 5, pp. 573-588.
- Busbin, J.W., Johnson, J.T. and DeConinck, J. (2008), "The Evolution of Sustainable Competitive Advantage: From Value Chain to Modular Outsource Networking", *Competition Forum*, Vol. 6 No. 1, pp. 103-108.
- Carbonara, G. and Caiazza, R. (2008), "From Knowledge to Dynamic Capabilities: Double Learning Process in Unordinary Events", *The Business Review, Cambridge*, Vol. 11 No. 2, pp. 247-251.
- Chau, V.S. and Witcher, B.J. (2008), "Dynamic capabilities for strategic team performance management: the case of Nissan", *Team Performance Management*, Vol. 14 No. 3/4, pp. 179-191.
- Chen, I.J. and Popovich, K. (2003), "Understanding customer relationship management (CRM): People, process and technology", *Business Process Management Journal*, Vol. 9 No. 5, pp. 672 - 688.
- Coltman, T. (2007), "Why build a customer relationship management capability?", *The Journal of Strategic Information Systems*, Vol. 16 No. 3, pp. 301-320.
- Daniel, E.M. and Wilson, H.N. (2003), "The role of dynamic capabilities in e-business transformation", *European Journal of Information Systems*, Vol. 12 No. 4, pp. 282-296.
- Eisenhardt, K.M. and Martin, J.A. (2000), "Dynamic capabilities: What are they?", *Strategic Management Journal*, Vol. 21 No. 10/11, pp. 1105-1121.
- Ensign, P.C. (2004), "A resource-based view of interrelationships among organizational groups in the diversified firm", *Strategic Change*, Vol. 13 No. 3, pp. 125-137.
- Fahy, J. (2000), "The resource-based view of the firm: some stumbling-blocks on the road to understanding sustainable competitive advantage", *Journal of European Industrial Training*, Vol. 24 No. 2/3/4, pp. 94-104.
- Fahy, J. and Alan, S. (1999), "Strategic Marketing and the Resource Based View of the Firm", *Academy of Marketing Science Review*, Vol. 1999 No. 10, pp. 1-19.
- Fáilte Ireland (2004), *Competing Through People: A Human Resource Development Strategy for Irish Tourism 2005-2010*, Dublin.
- Gabbie, O. and O'Neill, M.A. (1996), "SERVQUAL and the Northern Ireland hotel sector: a comparative analysis – part 1", *Managing Service Quality*, Vol. 6 No. 6, pp. 25-32.
- Gebert, H., Geib, M., Kolbe, L.M. and Brenner, W. (2003), "Knowledge-enabled Customer Relationship Management - Integrating Customer Relationship Management and Knowledge Management Concepts", *Journal of Knowledge Management*, Vol. 7 No. 5, pp. 107-123.
- Geib, M., Reichold, A., Kolbe, L. and Brenner, W. (2005), "Architecture for Customer Relationship Management Approaches in Financial Services", *In Proceedings of the 38th Hawaii International Conference on System Sciences*, Vol. No. pp. 1-10.
- Govind Menon, A. (2008), "Revisiting Dynamic Capability", *IIMB Management Review*, Vol. 20 No. 1, pp. 22-33.
- Grönroos, C. (1994), "From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing", *Management Decision*, Vol. 32 No. 2, pp. 4-20.
- Hansotia, B. (2002), "Gearing up for CRM: Antecedents to successful implementation", *Journal of Database Marketing*, Vol. 10 No. 2, pp. 121-132.
- Hou, J.J. (2008), "Toward a research model of market orientation and dynamic capabilities", *Social Behaviour and Personality*, Vol. 36 No. 9, pp. 1251-1268.
- Irish Hotel Federation (2009a), *Irish Tourism needs a sharper approach to marketing*.
- Irish Hotel Federation (2009b), *Radical Measures Required to Safeguard Ireland's Largest Indigenous Industry*.
- Irish Tourism Policy Review Group (2003), *New Horizons for Irish Tourism: An Agenda for Action*.

- Jain, R. and Jain, S. (2005), "Towards relational exchange in services marketing: Insights from hospitality industry", *Journal of Services Research*, Vol. 5 No. 2, pp. 139-150.
- Jaworski, B., Kohli, A.K. and Sahay, A. (2000), "Market-driven versus driving markets ", *Journal of the Academy of Marketing Science*, Vol. 28 No. 1, pp. 45-54.
- Judson, K.M., Aurand, T.W. and Karlovsky, R.W. (2007), "Applying relationship marketing principles in the university setting: an adaptation of the exchange relationship typology", *Marketing Management Journal*, Vol. 17 No. 1, pp. 184-197.
- Kandampully, J. and Hu, H. (2007), "Do hoteliers need to manage image to retain loyal customers?", *International Journal of Contemporary Hospitality Management*, Vol. 19 No. 6, pp. 435-443.
- Kennedy, A., Kelleher, C. and Quigley, M. (2006), "CRM Best Practice: Getting it Right First Time at ESB International (ESBI)", *Irish Journal of Management*, Vol. 27 No. pp. 255-272.
- Killen, C.P., Hunt, R.A. and Kleinschmidt, E.J. (2008), "Learning investments and organizational capabilities: Case studies on the development of project portfolio management capabilities", *International Journal of Managing Projects in Business*, Vol. 1 No. 3, pp. 334-351.
- Kim, B.Y. and Oh, H. (2004), "How do firms obtain a competitive advantage?", *International Journal of Contemporary Hospitality Management*, Vol. 16 No. 1, pp. 65-71.
- Kohli, A.K. and Jaworski, B.J. (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications", *Journal of Marketing*, Vol. 54 No. 4, pp. 1-18.
- Kracklauer, A., Passenheim, O. and Seifert, D. (2001), "Mutual customer approach: how industry and trade are executing collaborative customer relationship management", *International Journal of Retail & Distribution Management*, Vol. 29 No. 12, pp. 515 - 519.
- Kumar, V. and Reinartz, W.J. (2006), *Customer Relationship Management: A Databased Approach*, Hoboken: Wiley and Sons.
- Langerak, F. and Verhoef, P.C. (2003), "Strategically embedding CRM", *Business Strategy Review*, Vol. 14 No. 4, pp. 73-80.
- Lee, H. and Kelley, D. (2008), "Building dynamic capabilities for innovation: an exploratory study of key management practices", *R&D Management*, Vol. 38 No. 8, pp. 155-168.
- Louvieris, P., Driver, J. and Powell-Perry, J. (2003), "Managing customer behaviour dynamics in the global hotel industry", *Journal of Vacation Marketing*, Vol. 9 No. 2, pp. 164-173.
- Makadok, R. (2001), "Toward a synthesis of the resource-based and dynamic-capability views of rent creation", *Strategic Management Journal*, Vol. 22 No. 5, pp. 387-401.
- McIlroy, A. and Barnett, S. (2000), "Building customer relationships: do discount cards work?", *Managing Service Quality*, Vol. 10 No. 6, pp. 347-355.
- Maxwell, G. and Steele, G. (2003), "Organisational commitment: a study of managers in hotels", *International Journal of Contemporary Hospitality Management*, Vol. 15 No. 7, pp. 368-369.
- Mendoza, L.E., Marius, A., Pérez, M. and Grimán, A.C. (2006), "Critical success factors for a customer relationship management strategy", *Information and Software Technology*, Vol. 49 No. 8, pp. 913-945.
- Meso, P. and Smith, R. (2000), "A resource-based view of organizational knowledge management systems", *Journal of Knowledge Management*, Vol. 4 No. 3, pp. 224-234.
- Min, H., Min, H. and Emam, A. (2002), "A data mining approach to developing the profiles of hotel customers", *International Journal of Contemporary Hospitality Management*, Vol. 14 No. 6, pp. 274-285.
- Narver, J.C. and Slater, S.F. (1990), "The Effect of a Market Orientation on Business Profitability", *Journal of Marketing*, Vol. 54 No. 10, pp. 20-35.
- Nasution, H.N. and Mavondo, F.T. (2008), "Organisational capabilities: antecedents and implications for customer value", *European Journal of Marketing*, Vol. 42 No. 3/4, pp. 477-501.
- Ngai, E.W.T. (2005), "Customer relationship management research (1992-2002): An academic literature review and classification", *Marketing Intelligence & Planning*, Vol. 23 No. 6/7, pp. 582-605.
- Nguyen, T., H., Sherif, J., S. and Newby, M. (2007), "Strategies for successful CRM implementation", *Information Management & Computer Security*, Vol. 15 No. 2, pp. 102-115.
- O'Shannassy, T. (2008), "Sustainable competitive advantage or temporary competitive advantage: Improving understanding of an important strategy construct", *Journal of Strategy and Management*, Vol. 1 No. 2, pp. 168-180.
- Olavarrieta, S. and Ellinger, A.E. (1997), "Resource-based theory and strategic logistics research", *International Journal of Physical Distribution & Logistics Management*, Vol. 27 No. 9/10, pp. 559-587.
- Osarenkhoe, A. (2008), "What characterises the culture of a market-oriented organisation applying a customer-intimacy philosophy?", *Journal of Database Marketing & Customer Strategy Management*, Vol. 15 No. 3, pp. 169-190.
- Pallet, W.J., Taylor, W.W. and Jayawardena, C. (2003), "People and quality: the case of Delta Hotels", *International Journal of Contemporary Hospitality Management*, Vol. 15 No. 6, pp. 349-351.

- Pandelica, A., Pandelica, I. and Dumitru, I. (2009), "The Development of a Methodological Framework of Market Orientation Implementation: A Value Chain Perspective", *Journal of American Academy of Business, Cambridge*, Vol. 14 No. 2, pp. 285-292.
- Pandza, K., Horsburgh, S., Gorton, K. and Polajnar, A. (2003), "A real options approach to managing resources and capabilities", *International Journal of Operations & Production Management*, Vol. 23 No. 9, pp. 1010-1032.
- Payne, A. and Frow, P. (2004), "The role of multichannel integration in customer relationship management", *Industrial Marketing Management*, Vol. 33 No. 6, pp. 527-538.
- Piccoli, G., Connor, P., Capaccioli, C. and Alvarez, R. (2003), "Customer relationship management-- A driver for change in the structure of the U.S. lodging industry", *The Cornell Hotel and Restaurant Administration Quarterly*, Vol. 44 No. 4, pp. 61-73.
- Plakoyiannaki, E. and Tzokas, N. (2002), "Customer relationship management: A capabilities portfolio perspective", *Journal of Database Marketing*, Vol. 9 No. 3, pp. 228-237.
- Ray, G., Barney, J.B. and Muhanna, W.A. (2004), "Capabilities, Business Processes, and Competitive Advantage: Choosing the dependent variable in empirical tests of the Resource-Based View", *Strategic Management Journal*, Vol. 25 No. 1, pp. 23-37.
- Reid, A. and Catterall, M. (2005), "Invisible data quality issues in a CRM implementation", *Journal of Database Marketing & Customer Strategy Management*, Vol. 12 No. 4, pp. 305-314.
- Richard, J.E., Thirkell, P.C. and Huff, S.L. (2007), "The strategic value of CRM: a technology adoption perspective", *Journal of Strategic Marketing*, Vol. 15 No. 5, pp. 421-439.
- Schierholz, R., Kolbe, L.M. and Brenner, W. (2007), "Mobilizing customer relationship management: A journey from strategy to system design", *Business Process Management Journal*, Vol. 13 No. 6, pp. 830-852.
- Shum, P., Bove, L. and Auh, S. (2008), "Employees' affective commitment to change: The key to successful CRM implementation", *European Journal of Marketing*, Vol. 42 No. 11/12, pp. 1346-1371.
- Sigala, M. (2005), "Integrating customer relationship management in hotel operations: managerial and operational implications", *International Journal of Hospitality Management*, Vol. 24 No. 3, pp. 391-413.
- Smith, A. (2006), "CRM and customer service: strategic asset or corporate overhead?", *Handbook of Business Strategy*, Vol. 7 No. 1, pp. 87 - 93.
- Smith, R. (2008), "Harnessing Competencies, Capabilities and Resources", *Research Technology Management*, Vol. 51 No. 5, pp. 47-53.
- Tangpong, C. (2008), "IT-Performance Paradox Revisited: Resource-based and Prisoner's Dilemma Perspective", *Journal of Applied Management and Entrepreneurship*, Vol. 13 No. 1, pp. 35-49.
- Teece, D.J., Pisano, G. and Shuen, A. (1997), "Dynamic capabilities and strategic management", *Strategic Management Journal*, Vol. 18 No. 8, pp. 509-533.
- Thakur, R., Summey, J.H. and Balasubramanian, S.K. (2006), "CRM as Strategy: Avoiding the Pitfall of Tactics", *Marketing Management Journal*, Vol. 16 No. 2, pp. 147-154.
- Timmerman, J.C. (2009), "A Systematic Approach for Making Innovation of a Core Competency", *The Journal for Quality and Participation*, Vol. 31 No. 4, pp. 4-10.
- Tywoniak, S., Making sense of the resource-based view?, in: Proceedings of the Academy of Management, Philadelphia, 2007, pp. 1-35.
- Valsecchi, M., Renga, F.M. and Rangone, A. (2007), "Mobile customer relationship management: an exploratory analysis of Italian applications", *Business Process Management Journal*, Vol. 13 No. 6, pp. 755-770.
- Wang, C.L. and Ahmed, P.K. (2007), "Dynamic capabilities: A review and research agenda", *International Journal of Management Reviews*, Vol. 9 No. 1, pp. 31-51.
- Warner, A.G. and Fairbank, J.F. (2008), "Integrating real option and dynamic capability theories of firm boundaries: the logic of early acquisition in the ICT industry", *International Journal of IT Standards and Standardization Research*, Vol. 6 No. 1, pp. 39-54.
- Wernerfelt, B. (1984), "A Resource-Based View of the Firm", *Strategic Management Journal*, Vol. 5 No. 2, pp. 171-180.
- Xu, Y., Yen, D.C., Lin, B. and Chou, D.C. (2002), "Adopting customer relationship management technology", *Industrial Management & Data Systems*, Vol. 102 No. 8, pp. 442-452.
- Zablah, A.R., Bellenger, D.N. and Johnston, W.J. (2004), "An evaluation of divergent perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon", *Industrial Marketing Management*, Vol. 33 No. 6, pp. 475-489.
- Zineldin, M. (2006), "The royalty of loyalty: CRM, quality and retention", *The Journal of Consumer Marketing*, Vol. 23 No. 7, pp. 430.